

B. MBA Business Analytics

Session : 2018-20



1. Standard Structure of the Program at University Level

1.1 Vision, Mission and Core Values of the University

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Vision of the University

To serve the society by being a global University of higher learning in pursuit of academic excellence, innovation and nurturing entrepreneurship.

Mission of the University

Transformative educational experience Enrichment by educational initiatives that encourage global outlook Develop research, support disruptive innovations and accelerate entrepreneurship Seeking beyond boundaries

Core Values

Integrity Leadership Diversity Community



1.2 Vision and Mission of the School





1.3 Programme Educational Objectives (PEO)

1.3.1 MBA Business Analytics Programs Education Objectives

The educational objective of the MBA program of SBS is:

PEO1: Possess professional skills for employment and lifelong learning in management

- **PEO2**: Develop creative, innovative and entrepreneurial mindset to take managerial decisions
- **PEO3**: Adapt to a rapidly changing complex business environment and keenness to acquire new skills
- **PEO4**: Become socially responsible and value driven citizens committed to sustainable development
- **PEO5**: Develop personality and communication skills to operate in multi-cultural environment.
- **PEO6**: Develop leaders to take decisions and lead teams

1.3.1.1Program Specific Outcome

MBA Business Analytics Program offers specialization in Business Analytics. The program specific outcomes are.

- **PSO1**: Design tested and effective analytics models and simulations for decision making.
- **PSO2**: Able to visualize the problem and identify various action to solve problem within resources and time frame and develop deep understand
- **PSO3**: Students will be able to utilize quantitative analysis methods to identify salient information and trends in data.
- **PSO4**: Apply principles and skills of economics, marketing, and decision making to contexts and environments in data science.



1.3.2 Map PEOs with Mission Statements:

Statements	School Mission 1	School Mission 2	School Mission 3	School Mission4
Possess professional skills for employment and lifelong learning in management	1	3	1	2
Develop creative, innovative and entrepreneurial mindset to take managerial decisions	2	3	1	3
Adapt to a rapidly changing complex business environment and keenness to acquire new skills	2	2	1	1
Become socially responsible and value driven citizens committed to sustainable development	1	2	2	3
Develop personality and communication skills to operate in multi-cultural environment.	1	3	1	3
Develop leaders to take decisions and lead teams	1	2	1	3

1. Slight (Low) 2. Moderate (Medium) 3. Substantial (High)



1.3.3 Program Outcomes (PO's)

PO1 :Business Environment and Domain Knowledge (BEDK): Economic, legal and social environment of Indian business.. Graduates are able to improve their awareness sand knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolvement of business enterprises and exploring the entrepreneurial opportunities

PO2 :Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI): Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources

PO3 :Global Exposure and Cross-Cultural Understanding (GECCU): Demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding

PO4 :Social Responsiveness and Ethics (SRE): Developing responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.

PO5 :Effective Communication (EC): Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).

PO6 :Leadership and Teamwork (LT): Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.:



- **PSO1**: Design tested and effective analytics models and simulations for decision making.
- **PSO2**: Able to visualize the problem and identify various action to solve problem within resources and time frame and develop deep understand
- **PSO3**: Students will be able to utilize quantitative analysis methods to identify salient information and trends in data.
- **PSO4**: Apply principles and skills of economics, marketing, and decision making to contexts and environments in data science.

1.3.4 Mapping of Program Outcome Vs Program Educational Objectives

	PEO1	PEO2	PEO3	PEO4	PEO5	PEO6
PO1	3	2	1	2	1	1
PO2	1	2	2	1	1	1
PO3	1	1	2	1	3	1
PO4	2	2	1	3	2	1
PO5	3	2	1	1	3	2
PO6	1	1	2	2	2	3
PSO1	3	2	1	1	1	1
PSO2	2	2	1	1	1	2
PSO3	3	3	2	1	1	1
PSO4	3	3	3	2	1	1

1. Slight (Low)

2. Moderate (Medium)

3. Substantial (High)



1.3.5 Program Outcome Vs Courses Mapping Table¹:

Program Outcome Courses	Course Name	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4
Sem-1											
BA 1.1	Principles of Management										
BA 1.2	Economic Analysis for Business Decisions										
BA 1.3	Organizational Behavior										
BA 1.4	Marketing Metrics for Analytics										
BA 1.5	Accounting for Analytics										
BA 1.6	Business Statistics for Analytics Using MS Excel	2	3	1	1	1	1	3	2	3	2
BA 1.7	Lab 1:MS ACCESS and Excelling MS EXCEL (VBA PROGRAMMING)	2	3	1	1	2	1	3	2	3	2
BA 1.8	LAB 2: Data Management and R	2	3	1	1	2	1	3	2	3	2
Sem-2											
BA 2.1	Entrepreneurship										
BA 2.2	Production and Operations Management										
BA 2.3	Stochastic Foundations: Probability Models										
BA 2.4	Business Research Methods using Excel & SPSS										
BA 2.5	Investment Analysis and Portfolio Management										
	Lab 3 – Data Mining Techniques – Predictive	n	3	2		2	1	3	2	3	2
BA 2.6	Modeling and Pattern Discovery- using R	2									
BA 2.7	Lab 4 – Data Visualization for Analytics	2	3	2		3	1	3	3	3	2
BA 2.8	Lab 5 – Data Analytics using R	2	3	1		2	1	3	2	3	2
Sem-3											
BA 3.1	Decision and Risk Analytics										
BA 3.2	Business Forecasting and Econometrics(using R)										
BA 3.3	Prescriptive Analytics-Optimization Techniques Using Excel Solver	2	3	2	2	3	1	3	2	3	2

¹ Cel value will contain the correlation value of respective course with PO.



BA 3.4	Predictive Analytics 1 Using R	2	3	1	1	1	1	3	2	3	2
BA 3.5	Data Warehousing for Analytics using R	2	3	1	1	1	1	3	2	3	2
BA3.6	LAB 6: Enterprise Resource Planning (ERP)										
BA 3.7	Summer Training Report & Presentation										
Sem-4											
BA 4.1	Time Series Analysis with Excel and Minitab	2	3	1	1	2	1	3	3	3	2
BA 4.2	Predictive Analytics 2 Using R	2	3	1	1	1	1	3	2	3	2
BA 4.3	Big Data, Text Analytics & Web Analytics										
BA 4.4	Cloud Computing + Hadoop+ Map Reducing										
BA 4.5	LAB 7: Multivariate Data Analysis	2	3	1	1	1	1	3	2	3	2
BA 4.6	Dissertation Report & Viva Voce										

1. Slight (Low)

2. Moderate (Medium)

3. Substantial (High)

Program Structure School of Business Studies MBA Business Analytics Batch: 2018-2020

S.	Paper	Subject	Subjects	Tea	Teaching			Core/Elective	
No.	ID	Code		Ι	Load		Credits	Pre-Requisite/	
								Co Requisite	
				L T P				Type of Course ² :	
								1. CC	
									2. AECC
									3. SEC
									4. DSE
THEORY SUBJECTS									

² CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses MBA Business Analytics 2018-2020



1	BA 1.1	Principles of Management	3			3	(Core	CC
2	BA 1.2	Economic Analysis for Business Decisions	3			3	(Core	CC
3.	BA 1.3	Organizational Behavior	3			3	(Core	CC
4.	BA 1.4	Marketing Metrics for Analytics	2	,	2	3	(Core	DSE
5.	BA 1.5	Accounting for Analytics	3			3	(Core	DSE
6.	BA 1.6	Business Statistics for Analytics Using MS Excel	2	,	2	3	(Core	DSE
Pract	ical/Viva-Voce/Jury								
7.	BA 1.7	Lab 1:MS ACCESS and Excelling MS EXCEL (VBA PROGRAMMING)	2	,	2	3	(Core	SEC,AECC
8.	BA 1.8	LAB 2: Data Management and R	2	,	2	3	(Core	SEC,AECC
	TOTAL	24	4						

TERM: I

Program Structure School of Business Studies MBA Business Analytics Batch: 2018-2020 Term 2

S. No.	Paper ID	Subject Code	Subjects	Teaching Load	Credits	Core/Elective Pre-Requisite/					
						Co Requisite					
	MBA Business Analytics 2018-2020										



				L	T	P				Type of Course ³ : 5. CC 6. AECC 7. SEC 8. DSE
THE	ORY SU	BJECTS								
9		BA 2.1	Entrepreneurship	3			3		Core	CC
1		BA 2.2	Production and Operations Management	3			3		Core	CC
11.		BA 2.3	Stochastic Foundations: Probability Models	2		2	3		Core	DSE
12.		BA 2.4	Business Research Methods using Excel & SPSS	2		2	3	Core Requi	Pre- site: BA 1.6	DSE
13.		BA 2.5	Investment Analysis and Portfolio Management	3			3		Core	DSE
Prac	tical/Viva	-Voce/Jury								
14.		BA 2.6	Lab 3 – Data Mining Techniques – Predictive Modeling and Pattern Discovery- using R	2		2	3	Pre-Req	Core uisite: BA 1.8	DSE,AECC
15.		BA 2.7	Lab 4 – Data Visualization for Analytics	2		2	3	Pre-Req	Core uisite: BA 1.6	DSE,AECC
16.		BA 2.8	Lab 5 – Data Analytics using R	2		2	3	Pre-Req	Core uisite: BA 1.8	DSE,AECC
	TOTAL CREDITS 24									

³ CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses MBA Business Analytics 2018-2020



Program Structure School of Business Studies MBA Business Analytics Batch: 2018-2020 Term 3

S. No.	Paper ID	Subject Code	Subjects	Te	Teaching Load		Credits	Core/Elective Pre-Requisite/ Co Requisite	
				L	Τ	Р			Type of Course ⁴ : 9. CC 10. AECC 11. SEC 12. DSE
THE	ORY SUB	JECTS							
1		BA 3.1	Decision and Risk Analytics	3			3	Core	SEC
1		BA 3.2	Business Forecasting and Econometrics (using R)	2		2	3	Core	SEC
19.		BA 3.3	Prescriptive Analytics- Optimization Techniques Using Excel Solver	2		2	3	Core	SEC

⁴ CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses MBA Business Analytics 2018-2020



									i seyona boundaries
20.	BA 3.4	Predictive Analytics 1 Using R	2		,	3	Core		SEC, AECC
			2		2		Pre-Requisite: BA 1	.8	
21.	BA 3.5	Data Warehousing for Analytics	2		,	3	Core	Pre-	SEC,AECC
		using R	Z	2	2		Requisite: BA 1.8		
Pract	ical/Viva-Voce/Jury			i					
22.	BA3.6	LAB 6: Enterprise Resource Planning (ERP)	2	2	2	3	Core		DSE,AECC
23.	BA 3.7	Summer Training Report &				4	Core		DSE,AECC
		Presentation							
	TOTAL CREDITS								

Program Structure School of Business Studies MBA Business Analytics Batch: 2018-2020 Term 4

S.	Paper	Subject	Subjects	Teaching		Core/Elective	
No.	ID	Code		Load	Credits	Pre-Requisite/	
						Co Requisite	

			L	T	P			Type of Course ⁵ : 13. CC 14. AECC 15. SEC 16. DSE
THE	ORY SUBJECTS							
2	BA 4.1	Time Series Analysis with Excel and Minitab	2		2	3	Core	DSE,AECC
2	BA 4.2	Predictive Analytics 2 Using R	2		2	3	Core Pre-Requisite: BA 1.8	DSE,AECC
26.	BA 4.3	Big Data, Text Analytics & Web Analytics	2		2	3	Core	DSE,AECC
27.	BA 4.4	Cloud Computing + Hadoop+ Map Reducing	2		2	3	Core	DSE,AECC
Prac	tical/Viva-Voce/Ju	ıry						
28.	BA 4.5	LAB 7: Multivariate Data Analysis	2		2	3	Core	DSE,AECC
29.	BA 4.6	Dissertation Report & Viva Voce				5	Core	DSE,AECC
	TOTA	AL CREDITS						

⁵ CC: Core Course, AECC: Ability Enhancement Compulsory Courses, SEC: Skill Enhancement Courses, DSE: Discipline Specific Courses MBA Business Analytics 2018-2020



C. Course Templates



2.1 Template A1: Syllabus for Theory Subjects

Semester I

School: SBS		Batch : 2018-20	
Prog	gram: MBA	Current Academic Year: 2018	
Brai	nch: -	Semester: I	
1	Course Code	MBA 150	
2	Course Title	Principles of Management	
3	Credits	3	
4	Contact	3-0-0	
	Hours		
	(L-T-P)		
	Course Status	Compulsory	
5	Course	Principles of Management is a dynamic subject about manag	ement and
	Description	managers. It helps students to understand managing organiza	tions in
		changing business conditions. It helps them to understand ho	w to confront
		change and to best prepare themselves for that reality.	
6	Course	1. Cover the basic concepts of management.	
	Objective	2. Identify the key competencies of a manager.	
		3. Provide the students the capability to apply theoretica	l knowledge
		in Integrate simulated & real life settings	
7	Course	CO1: Students will get knowledge to integrate management	principles into
	Outcomes	management practices.	
		CO2: Ability to understand managerial practices and choices	relative to
		ethical principles and standards.	
		CO3: Interpret how the managerial tasks of planning, organiz	zing, and
		controlling can be executed in a variety of circumstances.	
		CO4: Appraise the most effective action to take in specific si	tuations
8	Outline syllabu	IS	CO Mapping
	Unit A		
	A 1	Management: Concept and Process	CO1
		• levels of management and Managerial roles	
		(Mintzberg) & skills, contemporary skills and practices	
		in management	
		• Current trends & issues-workforce diversity,	
		Entrepreneurship, Managing in E-business world,	
		knowledge management & learning organization,	



	quality management	
A 2	Management theory: F.W. Taylor, Favol's principles.	CO1
	Hawthorne experiment.	
	Systems theory	
	Contingency approach	
A 3	Ethical & social environment	CO2
	Emerging ethical issues	
	social responsibility & organizations	
	whistle blowing	
Unit B		
B 1	Organizational goals & objectives: hierarchy of	CO2
	objectives, traditional goal setting, MBO	
	hierarchy of plans, Planning: time frames,	
B 2	planning process	CO3
	Managing decision making – process, making	
	decisions-rationality, bounded rationality and intuition	
B 3	Planning tools & techniques –environmental scanning,	CO3
	forecasting, benchmarking	
	Contemporary planning techniques	
 Unit C		
C 1	Defining organization structure: work specialization.	CO4
	departmentalization, chain of command and Span of	
	Control) Centralization and Decentralization,	
	Authority, Responsibility & Delegation	
C 2	Organization design decisions-mechanistic & organic	CO4
	organizations	
C 3	Contemporary organization designs	CO4
Unit D		
D 1	Concept of direction- principles and techniques of direction	CO3
D 2	Concept and process of control in organisation, Tools of	CO3
	control	~~~
<u>D3</u>	Types of control- Feedback, Feed forward, Concurrent	CO3
Unit E		<u> </u>
EI	Concept of Coordination, types of coordination, distinction	003
E 2	Comparative study of management practices in India	<u>CO4</u>
	Lanan USA and china with reference to planning	04
	organizing directing and controlling	
Е 3	Presentation of Business plan and model.	CO4
-	r	



					beyonu bounuarres		
Mode of	Theory						
examination							
Weightage	CA		MTE	ETE			
Distribution	30%		20%	50%			
Text book/s*	1. Ro	1. Robbins & Coulter, "Management" Prentice Hall					
	of	of India,					
Other	2 G	2 Griffin, "Management" Biztantra					
References	3 Ja	3 James A. F. Stoner, "Management" Pearson					
	E	Education, 6 th Edition.					

РО	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
COs										
CO1	3	3	3	3	1	3	3	3	3	1
CO2	2	1	2	3	3	2	3	3	1	1
CO3	2	3	1	1	3	1	2	2	3	2
CO4	1	3	2	2	2	3	2	2	1	3

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

School: SBS		Batch : 2018 -20
Prog	gram: MBA	Current Academic Year: 2018-2019
Brai	nch:	Semester: I
1	Course Code	MBA 133
2	Course Title	Economic Analysis for Business Decisions.
3	Credits	3
4	Contact	3-0-0
	Hours	
	(L-T-P)	
	Course Type	Compulsory
5	Course	1. To provide a conceptual framework of how a business firm
	Objective	operates and makes decisions on output, input, pricing and strategizing
		2. To orient them towards economic theories which are critical in
		managerial decision making.
		3. To expose the learners into operation of economic concepts in real
		time decision making and market activities around them.
		4. To make them conscious about interaction of macroeconomic



		factors with decision-making approaches and techniques	
6	Course	CO1: Describe firm level business decisions throug	th conceptual
	Outcomes	framework of an economic unit as well as of an eco	nomic system
		consisting external environment.	·
		CO2: Analyse constraints and scope of consumer demand a	and producer's
		supply potential with the help of economic methods.	-
		CO3: Evaluate the impact of business decisions in econor	mic terms and
		assess their viability, efficacy and sustainability.	
		CO4: Demonstrate a clear grasp on role of government pol	icy, firm level
		competition and external sector in explaining economic grow	/th.
		CO5: Assess managerial decisions in local and global s	scenarios with
		economic perspective.	
7	Course	The Emphasis of this course is on interdisciplinary approach	nes of learning
	Description	economic concepts and their applications. A fair bit of un	derstanding of
		Economics is essential for managers for contextualizing busi	ness scenarios
		in view of prevailing economic conditions. This course is co	ncerned about
		the application of economic methods in the managerial de	cision-making
		process. It includes microeconomic approaches along with n	nacroeconomic
		variables and country specific economic policy issues.	Plentiful Case
		Studies, Examples and Numerical Problems are key	elements of
		pedagogical features of this course. The recommended tex	t book is well
		equipped with problem solving approaches in each of chapter	r-ends.
8	Outline syllabu	IS	CO Mapping
			CO1
	Unit A	Nature, Scope and Methods of Managerial Economics	
		(Chapter 1) Theory of Firm (Chapter 2)	
			CO1
		Definitions and Relationships with other Disciplines	
	A 1	(Sections 1.1 & 1.2) Elements of Managerial Economics	
		(Section 1.3)	
			<u> </u>
			COI
		Theory of the Firm (Chapter 2) Nature of the Firm;	
	A 2	Transaction Cost Theory, Motivation Theory, Property	
		Rights Theory (Section 2.2)	
			<u>CO1</u>
			COI
	A 3	Basic Profit Maximizing Model (Section: 2.3) Multi-	
	_	product strategy Product Line Profit Maximization &	
		Product Mix Profit Maximization (Section 2.7)	



Unit B	Demand Theory (Chapter 3) and Consumer Theory (Section 3.3) in Business Decisions	CO2
B 1	Definition, Representation and Meaning of Demand; Factors determining demand, Demand Schedule, Law of Demand and Law of Supply	CO2
B 2	Consumer Behaviour -Utility:- Cardinal and Ordinal, Budget Line, Indifference Curve, Law of Diminishing Marginal Utility	CO2
В 3	Inferior Goods, Giffen Goods, Substitute and Complementary Goods, Consumer Equilibrium. Price Elasticity and Income Elasticity	CO2
Unit C	Theory of Production, Cost Theory, Pricing and Market Structure in Business Decisions (Chapters 5, 6,8 &10)	CO2, CO3
C 1	Short Run and Long Run Production Decisions (Sections 5.2 & 5.3), Break-Even Points, Economies of Scale, Scope and Diseconomies	CO2, CO3
C 2	Short Run & Long Run Cost Behaviour (Sections 6.2 & 6.3), Normal Profit, Super Normal Profit and Optimization of Cost	CO2, CO3
C 3	Market Structure and Pricing (Chapter 8) Pricing Strategy, Price Discrimination, Perfect Competition & Imperfect Competitions	CO2, CO3
Unit D	The Economics of Information, Market Failure and Application of Game Theory	CO3
D 1	The Problem of Adverse Selection and Moral Hazard	CO3
D 2	Market Failure- Externalities; Positive and Negative Externality, Public Goods, Merit Goods, Non-Merit Goods,	CO3

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Т



	D	3	Games of Con Strategy, Nash Information- C	nplete Informat Equilibrium a Contract, Auctio	ion- Pure Strategy, 1 nd Games of Incompons, Signaling in job	Mixed plete markets	CO3
	Unit	t E	Macroecor	nomic Concep Dec	ts and Policies in B isions	usiness	CO4
E		1	Macroeconom Accounting, D Macroeconom Inflation, Uner Fiscal Deficit	ic Environmen Definition and a ic Terms; (GD mployment, Re and IIP- Index	t, National Income pplication of Key P, Balance of Payme po/Reverse Repo Ra of Industrial Produc	ent, ates, tion)	CO4
	E	2	Keynesian Aggregate Demand, Autonomous Investment, Multiplier & Accelerator. Application of Monetary and Fiscal Policies in Business Decisions				CO5
	E 3		Government R Objectives and Policy and For	Regulations in H I Effects of Ind reign Exchange	Business Decisions – ustrial Policy, Comp Management Policy	- Meaning, petition y,	CO4, CO5
	Mode o examina Theory	f ation:-					
	Weightag	ge	CA		MTE		ETE
	Distributi	ion	30%		20%		50%
			Quizzes – 5, (One in Each Co	ourse Outcome)		
			Assignment –	5 (One in Eac	h Course Outcome)		
Text	book/s	1.	Managerial Ecc Wilkinson, Car <u>http://www.rail</u> onomics-%20A Principles of Ec	onomics: A Pro nbridge Univer <u>association.ir/I</u> %20Problem% conomics – Au	blem Solving Approsity Press. (Available) Solving Approximate (Available) Solving 2000 Solving 2000 Approximate (Available) Solving Approx	oach – Autho le Online) <u>ooks/Manag</u> roach.pdf engage Publ	or- Nick erial%20Ec ishing.
L			T			0.0-1.00	0.



	S Seyond Boundari
	(Available in School Library)
	3. Indian Economy- Sanjeev Verma, Unique Publisher 2 nd Edition
Other References	 Managerial Economics : Principles and Worldwide Applications Author : Dominick Salvatore, Adapted by Ravikesh Srivastava (Available in School Library)
	 Microeconomics for Management Students- Autho- R.H.Dholakia and A. N.Oza, Oxford University Press, 1999. (Available in School Library)
	 Economics for Managers, International Edition, - Mark Hirschey, South Western College Publishing, (Available in School Library)
	 Managerial Economics: Foundations of Business Analysis and Strategy Author- Thomas and Maurice McGraw Hill Education; 10 edition (1 July 2017)
	 Indian Economy:- Mishra and Puri, Himalya Publishing House, (Available in School Library)



POs	PO1	PO2	PO3	PO4	PO5	PSO	PSO	PSO	PSO
COs						1	2	3	4
CO1	3	3	2	1	1	1	2	1	3
CO2	2	3	2	1	1	1	1	1	2
CO3	2	2	2	2	1	1	2	2	2
CO4	3	1	1	2	1	2	1	2	2

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

2.1: Syllabus for Theory Subjects (Organizational Behaviour)

School: SBS		Batch: 2018-20			
Prog	gram: MBA	Current Academic Year: 2018-19			
Brai	nch: -	Semester: I			
1	Course Code	MBA 153			
2	Course Title	Organizational Behaviour			
3	Credits	3			
4	Contact	3-0-0			
	Hours				
	(L-T-P)				
	Course Status	Compulsory			
5	Course Objective	 To develop an understanding of the importance of human element in organization To provide an understanding of a conceptual framework for OB and understand human work behavior in the organizational setting. To understand the theories related to learning and motivation and their application in work setting To develop an understanding of the group and organisational dynamics 			
6	Course Outcomes	The students will be able to: CO1: describe the conceptual framework of OB and identify the key human behaviour elements that influence it CO2: classify different learning patterns, motivation strategies and leadership styles CO3: interpret group dynamics and leadership theories in an organizational			



7 Course Description The course aims to offer an understanding of how individual behavior impacts and is impacted by organizational behaviour. It defines ways in which the relationship between the two is being understood and can be improved. The course further aims to develop an understanding of workplace issues such as workforce motivation, leadership, team building and also, how to manage the organisational dynamics. 8 Outline syllabus CO Mapping Unit A Introduction to OB and Individual Differences COI A 1 • Organizational Behaviour- Concept, Nature, Contributing Fields, Basic Model of OB, challenges of OB COI A 2 • Personality: Concept, Determinants, Theories of shaping personality- Trait, Psychoanalytical, Big Five Model, MBTI COI A 3 • Perception & Attitude: Concept, Process of perception, Perceptual errors, Attribution Theory; Attitude: Concept, Major Work Place- Attitude-Job Satisfaction CO2 B 1 • Learning: Concept and Theories of Learning- classical conditioning, operant conditioning, social learning, Reinforcement Strategies CO2 B 2 • Motivation: Meaning & Concept of Motivation, Theories of Motivation - Abraham Maslow's Need Hierarchy, XYZ Theory CO2 B 3 • Theories of Motivationi CO2 C1 • Group Properties: Group Norms, Structure, Group VS Team, Stages of group development CO3 C2 • Group Properties: Group Norms, Structure, Group </th <th></th> <th></th> <th colspan="5">setting CO4: develop communication and interpersonal skills to manage the workplace challenges</th>			setting CO4: develop communication and interpersonal skills to manage the workplace challenges					
8 Outline syllabus CO Mapping Unit A Introduction to OB and Individual Differences COI A 1 • Organizational Behaviour- Concept, Nature, Contributing Fields, Basic Model of OB, challenges of OB COI A 2 • Personality: Concept, Determinants, Theories of shaping personality- Trait, Psychoanalytical, Big Five Model, MBTI COI A 3 • Perception & Attitude: Concept, Process of perception, Perceptual errors, Attribution Theory; Attitude: Concept, Major Work Place- Attitude- Job Satisfaction COI B 1 • Learning and Motivation CO2 B 1 • Learning: Concept and Theories of Learning- classical conditioning, operant conditioning, social learning, Reinforcement Strategies CO2 B 2 • Motivation: Meaning & Concept of Motivation, Theories of Motivation - Abraham Maslow's Need Hierarchy, XYZ Theory CO2 B 3 • Theories of Motivation: Herzberg's Two factor theory, Vroom's Expectancy Theory, Application of Motivation CO3 Unit C Group Dynamics & Communication CO3 C 1 • Group Roperties: Group Norms, Structure, Group VS Team, Stages of group development CO3 C 2 • Group Properties: Group Norms, Structure, Group CO3,CO4	7	Course Description	The course aims to offer an understanding of how individual behavior impacts and is impacted by organizational behaviour. It defines ways in which the relationship between the two is being understood and can be improved. The course further aims to develop an understanding of workplace issues such as workforce motivation, leadership, team building and also, how to manage the organisational dynamics.					
Unit AIntroduction to OB and Individual DifferencesA 1• Organizational Behaviour- Concept, Nature, Contributing Fields, Basic Model of OB, challenges of OBCO1A 2• Personality: Concept, Determinants, Theories of shaping personality- Trait, Psychoanalytical, Big Five Model, MBTICO1A 3• Perception & Attitude: Concept, Process of perception, Perceptual errors, Attribution Theory; Attitude: Concept, Major Work Place- Attitude- Job SatisfactionCO1B 1• Learning and MotivationCO2B 1• Learning: Concept and Theories of Learning- classical conditioning, operant conditioning, social learning, Reinforcement StrategiesCO2B 2• Motivation: Meaning & Concept of Motivation, Theories of Motivation - Abraham Maslow's Need Hierarchy, XYZ TheoryCO2B 3• Theories of Motivation: Herzberg's Two factor theory, Vroom's Expectancy Theory, Application of MotivationCO2Unit CGroup Dynamics & CommunicationCO3C 1• Group & Teams: Concept & Types-, Group VS Team, Stages of group developmentCO3C 2• Group Properties: Group Norms, Structure, Group cohesion, Group Role, Group StatusCO3	8	Outline syllabu	S	CO Mapping				
A 1 • Organizational Behaviour- Concept, Nature, Contributing Fields, Basic Model of OB, challenges of OB CO1 A 2 • Personality: Concept, Determinants, Theories of shaping personality- Trait, Psychoanalytical, Big Five Model, MBTI CO1 A 3 • Perception & Attitude: Concept, Process of perception, Perceptual errors, Attribution Theory; Attitude: Concept, Major Work Place- Attitude- Job Satisfaction CO1 Unit B Learning and Motivation CO2 B 1 • Learning: Concept and Theories of Learning-classical conditioning, operant conditioning, social learning, Reinforcement Strategies CO2 B 2 • Motivation: Meaning & Concept of Motivation, Theories of Motivation, Theories of Motivation - Abraham Maslow's Need Hierarchy, XYZ Theory CO2 B 3 • Theories of Motivation: Herzberg's Two factor theory, Vroom's Expectancy Theory, Application of Motivation CO2 Unit C Group Dynamics & Communication CO2 C1 • Group Poreties: Group Norms, Structure, Group VS Team, Stages of group development CO3		Unit A	Introduction to OB and Individual Differences					
A 2 • Personality: Concept, Determinants, Theories of shaping personality- Trait, Psychoanalytical, Big Five Model, MBT1 CO1 A 3 • Perception & Attitude: Concept, Process of perception, Perceptual errors, Attribution Theory; Attitude: Concept, Major Work Place- Attitude- Job Satisfaction CO1 Unit B Learning and Motivation CO2 B 1 • Learning: Concept and Theories of Learning-classical conditioning, operant conditioning, social learning, Reinforcement Strategies CO2 B 2 • Motivation: Meaning & Concept of Motivation, Theories of Motivation, of Motivation - Abraham Maslow's Need Hierarchy, XYZ Theory CO2 B 3 • Theories of Motivation: Herzberg's Two factor theory, Vroom's Expectancy Theory, Application of Motivation CO2 Unit C Group Dynamics & Communication CO2 C 1 • Group Properties: Group Norms, Structure, Group VS CO3 CO3,CO4		A 1	 Organizational Behaviour- Concept, Nature, Contributing Fields, Basic Model of OB, challenges of OB 	CO1				
A 3• Perception & Attitude: Concept, Process of perception, Perceptual errors, Attribution Theory; Attitude: Concept, Major Work Place- Attitude- Job SatisfactionCO1Unit BLearning and MotivationB 1• Learning: Concept and Theories of Learning- classical conditioning, operant conditioning, social learning, Reinforcement StrategiesCO2B 2• Motivation: Meaning & Concept of Motivation, Theories of Motivation - Abraham Maslow's Need Hierarchy, XYZ TheoryCO2B 3• Theories of Motivation: Herzberg's Two factor theory, Vroom's Expectancy Theory, Application of MotivationCO2Unit CGroup Dynamics & Concept & Types-, Group VS Team, Stages of group developmentCO3C 2• Group Properties: Group Norms, Structure, Group cohesion, Group Role, Group StatusCO3		A 2	• Personality: Concept, Determinants, Theories of shaping personality- Trait, Psychoanalytical, Big Five Model, MBTI	CO1				
Unit BLearning and MotivationB 1• Learning: Concept and Theories of Learning- classical conditioning, operant conditioning, social learning, Reinforcement StrategiesCO2B 2• Motivation: Meaning & Concept of Motivation, Theories of Motivation - Abraham Maslow's Need Hierarchy, XYZ TheoryCO2B 3• Theories of Motivation: Herzberg's Two factor theory, Vroom's Expectancy Theory, Application of MotivationCO2Unit CGroup Dynamics & Communication Team, Stages of group developmentCO3C 2• Group Properties: Group Norms, Structure, Group cohesion, Group Role, Group StatusCO3,CO4		A 3	• Perception & Attitude: Concept, Process of perception, Perceptual errors, Attribution Theory; Attitude: Concept, Major Work Place- Attitude- Job Satisfaction	CO1				
B 1• Learning: Concept and Theories of Learning- classical conditioning, operant conditioning, social learning, Reinforcement StrategiesCO2B 2• Motivation: Meaning & Concept of Motivation, Theories of Motivation - Abraham Maslow's Need Hierarchy, XYZ TheoryCO2B 3• Theories of Motivation: Herzberg's Two factor theory, Vroom's Expectancy Theory, Application of MotivationCO2Unit CGroup Dynamics & CommunicationCO3C 1• Group & Teams: Concept & Types-, Group VS Team, Stages of group developmentCO3C 2• Group Properties: Group Norms, Structure, Group cohesion, Group Role, Group StatusCO3,CO4		Unit B	Learning and Motivation					
B 2• Motivation: Meaning & Concept of Motivation, Theories of Motivation - Abraham Maslow's Need Hierarchy, XYZ TheoryCO2B 3• Theories of Motivation: Herzberg's Two factor theory, Vroom's Expectancy Theory, Application of MotivationCO2Unit CGroup Dynamics & CommunicationCO3C 1• Group & Teams: Concept & Types-, Group VS Team, Stages of group developmentCO3C 2• Group Properties: Group Norms, Structure, Group cohesion, Group Role, Group StatusCO3,CO4		B 1	• Learning: Concept and Theories of Learning- classical conditioning, operant conditioning, social learning, Reinforcement Strategies	CO2				
B 3• Theories of Motivation: Herzberg's Two factor theory, Vroom's Expectancy Theory, Application of MotivationCO2Unit CGroup Dynamics & CommunicationC 1• Group & Teams: Concept & Types-, Group VS Team, Stages of group developmentCO3C 2• Group Properties: Group Norms, Structure, Group cohesion, Group Role, Group StatusCO3,CO4		B 2	 Motivation: Meaning & Concept of Motivation, Theories of Motivation - Abraham Maslow's Need Hierarchy, XYZ Theory 	CO2				
Unit CGroup Dynamics & CommunicationC 1• Group & Teams: Concept & Types-, Group VSC 2• Group Properties: Group Norms, Structure, GroupC 2• Group Properties: Group Norms, Structure, Group cohesion, Group Role, Group Status		B 3	• Theories of Motivation: Herzberg's Two factor theory, Vroom's Expectancy Theory, Application of Motivation	CO2				
C 1• Group & Teams: Concept & Types-, Group VS Team, Stages of group developmentCO3C 2• Group Properties: Group Norms, Structure, Group cohesion, Group Role, Group StatusCO3,CO4		Unit C	Group Dynamics & Communication					
C 2 • Group Properties: Group Norms, Structure, Group CO3,CO4 cohesion, Group Role, Group Status		C 1	Group & Teams: Concept & Types-, Group VS Team, Stages of group development	CO3				
		C 2	Group Properties: Group Norms, Structure, Group cohesion, Group Role, Group Status	CO3,CO4				



C 3	Communication: JOHARI Window & Transactional Analysis	CO4
Unit D	Leadership	
D 1	Leadership: Concept, Competencies of leader, Leader VS Manager, Trait Theory	CO3
D 2	Behavioural Theories of leadership: Likert leadership styles, Managerial Grid, Situational leadership-Hersey Blanchard	CO3,CO2
D 3	• Level 5 Leadership, Transactional Vs Transformational Leadership, Servant Leadership, Authentic leadership	CO3
Unit E	Organizational Dynamics	
E 1	• Organisational Power and Politics: Concept, Sources of Power, Political Implications of Power	CO1
E 2	Conflict: Concept, Sources, Levels of Conflict, Process	CO4
E 3	Conflict Resolution & Management	CO4
Mode of examination	Theory	
Weightage	CA MTE ETE	
 Distribution	30% 20% 50%	
Text book/s*	Stephen P. Robbins, Sanghi " <i>Organizational Behaviour</i> " Concepts, Controversies, and Applications", New Delhi, Prentice Hall, New Edition	
Other References	 Luthans "Organizational Behavior" Mc Graw Hill Kinicki& kreitner "Organisational behavior" McGraw-Hill. Udai Pareek: "Understanding OB" Oxford Case studies, Journal readings, videos 	

PO	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
COs										
CO1	3	2	2		2	2	2	2	1	1
CO2	2	2	1	1	2	2	2	2		2
CO3	2	2	2	1	2	3	2	2		3
CO4	1	2	1	1	3	3	1	2		3

1-Slight (Low) 2-Moderate (Medium)



3-Substantial (High) School: SBS Batch: 2018-2020 **Program: MBA Current Academic Year: 2018-19 Branch:** Semester: I Course 1 BA 1.6 **Course Name:** Marketing Metrics for Analytics Code 2 Course Data Analysis Title Credits 3 3 4 Contact 1-1-2 Hours (L-T-P)Course Status 5 Course The course explores Marketing data analysis techniques and their theoretical foundations to help students acquire analytic skills that can be Objective applied in the changing and emerging marketing problems. 6 Course CO1: The student will be able to recognize the marketing metrics. CO2: The student will be able to describe marketing metrics with respect to Outcomes the marketing process and functions. CO3: The student will be able to demonstrate basic knowledge of marketing analytics. CO4: The student will be able to select marketing analytics methodologies in suitable context that helps in effective marketing decision making CO5: The student will be able to evaluate marketing mix analytics. CO6:The student will be able to develop methodologies, tools and techniques of marketing analytics for business problems. 7 Course The course covers the methodology, tools and techniques of Marketing data analysis, so that more marketing decision can be taken based on facts not Description mere judgment. Outline syllabus 8 **CO** Mapping Unit I **Overview of Marketing Metrics and Analytics** А **Overview of Marketing Process** CO1,CO2 Marketing Functions Role of Analytics in Transforming Marketing Process В CO1,CO2 (Case Discussion) С Basic of Statistical Measures and Techniques CO1,CO2 Marketing Mix Analytics Unit 2 Analytics for Product Strategy CO2,CO4,CO5 А В CO2.CO4.CO5 Analytics for Pricing Strategy С CO2,CO4,CO5 Analytics for Channel Strategy Unit 3 **Customer Analytics** CO1, CO3 А Customer Analytics - Purpose and Process В CO1,CO3,CO4 Customer Lifetime Value Analysis



С	Analy	tical CRM an	d Customer	Experience	C01,C03,C04
Unit 4	Sales	Analytics			
А	Ident	ifying Sales N	C01,C03,C04		
В	Crea	ting Sales Me	trics Dashbo	ard	C01,C03,C04,C06
С	Sales	s Forecasting			CO3,CO4
Unit 5	Ana	ytics with Di	gital Platfor	'n	
А	Digit	al Marketing	and Affiliate	Marketing	CO4,CO5,CO6
В	Socia	al Media Anal	ytics – Unde	erstanding Sentiment	CO4,CO5,CO6
C	Conc	cept of Google	e Analytics		CO4,CO5,CO6
Mode of examinat	tion	Practical			
Weighta	ge	CA	MTE	ETE	
Distribut	ion	30%	20%	50%	
Text book/s*		Marketing N Bendle, Phil (Pearson, Th	Aetrics by Pa lip E. Pfeifen nird Edition)	ul W. Farris, Neil T. , David J. Reibstein	
Other Reference	es				

POs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
COs										
CO1	2	2	1	2	2	2	2	2	2	2
CO2	2	3	1	2	2	2	2	2	2	2
CO3	2	3	2	2	3	2	3	3	3	3
CO4	2	2	2	2	1	2	3	2	2	2
CO5	2	2	3	2	2	2	2	2	3	2
CO6	2	2	2	2	2	2	2	2	2	3

1-Slight (Low) 2-Moderate (Medium)

3-Substantial (High)



Scho	ool:	Batch : 2017-19	
Prog	gram:	MBA Current Academic Ye	ear: 2018
Brai	nch:	Semester: I	
1	Course Code	Accounting for Analytics/FRA	
2	Course Title	MBA-129	
3	Credits	3	
4	Contact	3-0-0	
	Hours		
	(L-T-P)		
	Course Type	Compulsory	
5	Course Objective	 Understand the applications of financial accounting in var managerial decisions. 	ious
	o ogeente	2. Understand the Accounting Cycle and Financial statement	ts.
		 Apply the understanding of different techniques of analys statements in managerial planning and decision making; 	sis of financial.
		 To provide students with a firm foundation for their secon in financial specialization. 	nd year studies
		 Acquire refined numerical, analytical, presentational, groutime management skills. 	up work and
6	Course Outcomes	CO1. Define the key concepts of financial reporting & finan statements	ncial
		CO2. Explain the element of financial statement of corporate corporate entities	te and non
		CO3. Application of accounting concepts, standards and IF	RS.
		CO4. Analysis and understanding of different techniques of financial statements in managerial planning and decis	f analysis of ion making.
		CO5. Evaluate the financial statement of various sectors.	
		CO6. Composition of important components of an annual re-	eport.
7	Course Description	Financial Analysis and reporting is an integral part of overall finan carried out by various business organizations in India and all arou depicts the financial health of any company and helps the compar- augment their financial resources and management of generated efficiently. It compels the business firms to remain judicious in fur different activities and sub activities and use the generated funds Financial analysis guides the companies about their future course the direction that any particular company should move on.	cial analysis nd the world. It nies to funds nd allocation to carefully. of action and
8	Outline syllabu	S	CO Mapping
	Unit 1		
	A	Introduction of course and its significance in business. Purpose of financial reporting, users of financial reports. A brief introduction of Annual report and its contents with Annexure.	CO1



В	Meaning and ty analysis; steps	/pes of financial involved in Finar	statements, Types of financial ncial Statement Analysis;	CO1		
	Techniques and	l limitations of F	inancial Analysis.			
С	 (i) GAAP in India, (ii) Accounting Standards (AS) –applicability, brief introduction and scope. (iii) International Financial Reporting Standards (IFRSs) 					
Unit 2						
А	Definition, fund Balance-sheet a	ctions Uses, Und and Income Stat	erstanding of various items of ement.	CO1,CO2		
В	Forms of Balan Presentation, R Statement	ce Sheet & Incor elationship betv	ne Statement –Contents & veen Balance-sheet & Income	CO1,CO2		
С	Revenue & Cap Receivables, As Retained Earnii	ital Expenditure sets (Fixed, Tanş ngs, Income Tax	s and Receipts, Inventories, gible, Intangible) Revenue, , Dividend, Diluted Dividend etc.	CO1,CO2		
Unit 3						
А	The Analyst's cl Reformulation	CO4				
В	The Analyst's cl Reformulation - Workshop	hecklist; of Income State		C04		
С	Notes to the Ac Workshop	counts and Sign	ificant Accounting Policies	CO4,CO5		
Unit 4						
А	Introduction, To and Interpretat	echniques –Com ion of Financial	parative Financial Statements Statements	CO4		
В	Common Size S Interpretation -	itatement analys – Demonstratior	sis –Introduction, Analysis and n of various sectors - Workshop	CO4,CO5		
С	Trend Analysis Demonstration	 Introduction, A of various sector 	nalysis and Interpretation – prs – Workshop	CO5		
Unit 5						
A	Ratio Analysis-Profitability, Liquidity, Turnover, Shareholders etc. Meaning, Uses, Sources and Uses of Cash, Preparation of Cash Flow Statement as per AS-3 Annual Report –Director's Report, Auditor's Report, Report on Corporate Governance, Report on CSR etc., Management Discussion & Analysis - Workshop					
В						
С	Ratio Analysis-I etc.	CO4,CO6				
Mode of	Theory					
 examination			·			
Weightage	CA	MTE	ETE			



Text book/s* Financial Statement Analysis and Reporting by Peddina Mohana Rao, PHI Learning Private Limited, New Delhi Other References • Corporate Financial Reporting and Analysis by Young 3ed; WILEY India Pvt Ltd. • Accounting Text and Cases by Anthony, Hawkins and Merchant 12th Edition Tata Mc Graw Hill • Financial Accounting: For Business Managers, Bhattacharyya Ashish K, Prentice Hall of India Pvt Ltd. • Financial Accounting: A Managerial emphasis, Ashok Bannerjee, Excel Books • Introduction to Financial Accounting, Horngren, Pearson Education • Financial Accountat > Chartered Finance Analyst > Journal of Accounting and Finance Websites > Online Courses: Financial Accounting, David F. Hawkins, Paul M. Healy, Michael Sartor by Harvard Business School Publications (http://hbsp.harvard.edu/) > For Accounting standards please refer to the following link http://www.icai.org/post.html?post_id=474 > For International Financial Reporting Standards(IFRS)refer to the following link http://www.ifrs.com/overview_landing.html > www.accountingformanagement.com	Distribution	30%	20%	50%		, e, e , e , e e e i d'alles			
Other References Corporate Financial Reporting and Analysis by Young 3ed; WILEY India Pvt. Ltd. Accounting Text and Cases by Anthony, Hawkins and Merchant 12th Edition Tata Mc Graw Hill Financial Accounting: For Business Managers, Bhattacharyya Ashish K, Prentice Hall of India Pvt Ltd. Financial Accounting: A Managerial emphasis, Ashok Bannerjee, Excel Books Introduction to Financial Accounting, Horngren, Pearson Education Financial Accounting – A Managerial Perspective by R. Narayanaswamy 3rd Edition PHI Learning Pvt Ltd. Journals Management Accountant Chartered Finance Analyst Journal of Accounting and Finance Websites Online Courses: Financial Accounting, David F. Hawkins, Paul M. Healy, Michael Sartor by Harvard Business School Publications (http://hbsp.harvard.edu/) For Accounting standards please refer to the following link http://www.icai.org/post.html?post_id=474 For International Financial Reporting Standards(IFRS)refer to the following link http://www.ifrs.com/overview_landing.html www.accountingformanagement.com	Text book/s*	Financial S Peddina M New Delhi	Statement Ana Iohana Rao, PH	tatement Analysis and Reporting by ohana Rao, PHI Learning Private Limited,					
	Other References	 Corporate F India Pvt. Ltc Accounting 12th Edition Financial Bhattachar Financial Bannerjee, Introduction Financial A Narayanasw Journals Managemer Chartered A Chartered A Chartered Fi Journal of A Websites Online Paul N School For Acc link http://w For Standa http:// www.a 	inancial Reporting I. Text and Cases & Tata Mc Graw Hill Accounting: yya Ashish K, Pre Accounting: A Excel Books to Financial Accound to Financial Accound to Financial Accound arramy 3 rd Edition F and Accountant counting and Finance Analyst counting and Finance A Healy, Micha Publications (htt counting standa www.icai.org/pose International rds(IFRS)refer www.ifrs.com/o	and Analysis by Young and Analysis by Young by Anthony, Hawkins ar For Business entice Hall of India Pvt Managerial empha unting, Horngren, Pearson Managerial Perspec PHI Learning Pvt Ltd. ance ial Accounting, David ael Sartor by Harvar tp://hbsp.harvard.edu rds please refer to th t.html?post_id=474 <u>Financial</u> to the follow verview_landing.html nagement.com	g 3ed; WILEY nd Merchant Managers, t Ltd. isis, Ashok n Education tive by R. F. Hawkins, rd Business I/) re following <u>Reporting</u> <u>ving link</u>				



POs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
COs										
CO1	2	2	1	1	1	1	1	1	1	1
CO2	2	2	2	1	-	1	1	1	1	1
CO3	2	2	2	1	1	-	1	1	1	1
CO4	2	2	2	2	-	1	1	1	1	1
CO5	2	2	2	1	-	-	1	1	1	1
CO6	2	2	2	1	1	1	1	1	1	1

School:	SBS	Batch : 2018-2020				
Program	n: MBA	Current Academic Year: 2018-19				
Branch	Business	Semester: I				
Analyti	cs					
1	Course	MBA 134				
	Code					
2	Course	Quantitative Techniques For Business Decisions				
	Title					
3	Credits	3				
4	Contact	2-1-2				
	Hours					
	(L-T-P)					
	Course	Compulsory				
	Status					
5	Course	An introductory course in statistics, designed to provide with the basic				
	Objective	concepts and methods of statistical analysis for processes and products. The				
	-	cardinal objective of the course is to increase the extent to which statistical				
		thinking is embedded in management thinking for decision making. The				
		course includes tools such as MS-Excel ,Minitab and SPSS so as to make				
		teaching pragmatically oriented rather being confide to books, thereby				
		contributing towards enhancing the employability in Industry				
6	Course	At the end of the course students will be able to:				
	Outcomes					
		CO1: Demonstrate understanding of basic concepts of probability and				
		statistics embedded in various management problems				
		CO2: Demonstrate proficiency in analysing data using statistical methods in				
		their course which is required as a stepping stone to study other				
		management modules				
		CO3: Show proficiency in basic statistical skills embedded in their course				
		for effective decision making				
7	Course	The course provide with the basic concepts and methods of statistical				



	Description	Description analysis so as to enhance statistical thinking for decision r				
8	Outline sylla	bus	CO Mapping			

Unit 1	Introduction to Statistics and Data Collection & Presentation	
A	Definition of Statistics, Importance of Statistics, Role of Statistics in Decision making, Limitations of Statistics	CO1
В	Frequency Distribution, Presentation of Data	CO2
С	Using Excel /SPSS/Minitab for creating frequency distributions and drawing different type of Graphs	CO2,CO3
Unit 2	Measures of Central Tendency	
A	Introduction, Arithmetic Mean, Combined Mean, Weighted Arithmetic Mean, Geometric Mean, Harmonic Mean for ungrouped as well as grouped data, relation between these, Median, Mode, Empirical relation between mean, median and mode	CO1,CO2
В	Quantiles , Characteristics and Merits and Demerits of various measures of central tendency. Constructing Polygons and Ogives and using them to find median, quantiles and mode	CO1,CO2
С	Using Excel /SPSS/Minitab for evaluating various measures of central tendencyUsing Excel /SPSS/Minitab for constructing frequency polygons and ogivesCase Study: Chemical, Industrial and Pharmaceutical Laboratories (Cipla)	CO2,CO3
Unit 3	Measures of Dispersion	
A	Range, Inter-quartile range and deviation, Mean Deviation and Mean Absolute Deviation, Variance and Standard Deviation, Effect of shift of origin and scale, Coefficient of variation. Empirical relationship between different measures of variation	CO1,CO2
В	Measures of Skewness, Measures of Kurtosis, Five number summary	CO2,CO3
С	Using Excel /SPSS/Minitab for evaluating various measures of dispersion Using Excel /SPSS/Minitab for studying skewness and kurtosis	CO2,CO3



	Case Study: Hero Honda Motors Ltd: Aiming to Capture the Growing Market in India	
Unit 4	Correlation and Regression	
А	Correlation	CO2,CO3
	Correlation analysis-meaning and types of correlation, Karl Pearson's coefficient of correlation, Spearman's rank correlation	
В	Regression: Regression analysis-meaning and two lines of regression, Method of least square, Properties of regression coefficients and Relationship between and Regression coefficients and Correlation, Introduction to Multiple Correlation and Regression	CO2,CO3
C	Using Excel /SPSS/Minitab for drawing scatter plots and generating various outputs of correlation and regression and interpreting them for decision making <i>Case Study: ITC-Sales Turnover and Compensation</i> to Employees <i>Case Study: Boom in the Indian Cement Industry:</i> ACC's Role	CO2,CO3
Unit 5	Probability & Probability Distributions	
A	Probability :Basic set theory, basic concepts and approaches, Addition and Multiplication Theorem of Probability, Conditional Probability, Baye's Theorem	CO1,CO2
В	Probability Distributions: Random variable-Discrete and Continuous, Mean and Variance of Random Variable, Binomial, Poisson, Normal and Exponential distributions	CO1,CO2,CO3
С	Using Excel /SPSS/Minitab for fitting various probability distributions <i>Case Study: Titan Industries Ltd: Providing Real</i> <i>Value to Customers</i>	CO1,C02,CO3

Mode of examination	Theory			
Weightage	CA	MTE	ETE	
Distribution	30%	20%	50%	
Text book/s*	1. Business	s Statistics-S	S.P Gupta & M.P Gupta,	



	2014 Edition.
Other References	 Levin & Rubin, Statistics For Business (Prentice Hall of India, N. Delhi) Paul Newbold, Statistics for Business and Economics (Pearson Education) S. P. Spiegel & Murray, Theory & Problems for Statistics (Schaum Outline Series, Mc Graw Hill) Anderson, Quantitative Methods in Business (Thomson Learning, Bombay) R.S Bhardwaj, Business Statistics (Excel, N. Delhi) J.S. Chandan, An Introduction to Statistical Methods (Vikas Publishing House, N.Delhi)
M Cos DO1	DO DO2 DO4 DO5 DO DS DSO2 DSO2 DSO DSO

Μ	Cos	PO1	PO	PO3	PO4	PO5	PO	PS	PSO2	PSO3	PSO	PSO
В			2				6	01			4	5
Α	CO1	1	3	1	1	1	1-	1	3	3	3	
-												
1	CO2	1	3	1	2	1	2	1	3	3	3	
3												
4	CO3	1	3	2	1	2	2	2	3	3	3	



Program: MBA		Current Academic Year: 2018-19								
Branch	1:	Semester:	I							
1	Course Code	BA 1.6	Course Name : MS ACCESS and Excelling PROGRAMMING	MS EXCEL (VBA						
2	Course Title	MS ACCESS	and Excelling MS EXCEL (VBA PROGRAMM	1ING)						
3	Credits	3								
4	Contact Hours (L-T-P) Course	1-1-2								
	Status									
5	Course Objective	This cours Automation manner. In learning of those are Reporting,	nis course is designed to provide the foundation concept of itomation and Database Management in practical and hands-on anner. In pursuit of the same the course provides the practical arning of Visual Basic Application (VBA) and MS Access with topics ose are most frequently used in the industry for the purpose of eporting Report automation and effective database management							
6	Course Outcomes	CO1: The st CO2:The st understand CO3:The st CO4:The st scenario. CO5: The Report auto CO6:The st	 D1: The student will be able to list the scope of VB Program D2: The student will be able to demonstrate basic knowledge and derstanding of Automation and Database management D3: The student will be able to access application. D4: The student will be able toapply the same in a real time business enario. D5: The student will be able to access Applications for Reporting, port automation and effective database management. D6: The student will be able to Construct basic VB Program 							
7	Course Description	This course Database m Access resp	providesthe foundation concept of Auto anagement - featuring Visual Basic Appl ectively.	mation and ication and MS						
8	Outline syllabus	5		CO Mapping						
	Unit I	Introductio	n of Analytics Software							
	A	Software's	for Business Analytics	CO1,CO2						
	В	Concept of Overview c	Automation f VBA Layout	CO1,CO2						
	С	Concept of Overview o	DBMS f MS Access Layout	CO1,CO2						
	Unit 2	VBA Progra	mming- I							
	A	VBA Progra	ming basics – Writing Macro Subroutines	CO3,CO4						
	В	Control Stat	ement (If-Else, Multi If-Else, Nested If-Else)	CO3,CO4						
	C	Looping		CO3,CO4						
	Unit 3	VBA Progra	nming- II							
	А	Creating Use	er Defined Functions	CO5,CO6						



В	Creating Use checkbox etc	r Form with .)	various controls (Textbox,	CO5,CO6				
С	Project/ Case	Study using A	ccess Application.	CO5,CO6				
Unit 4	MS Access - I							
A	Table Creatio	on, Setting Var	riable Property	CO3,CO5				
	Data Import f	rom External	Sources					
В	Query Desigr	with Query v	wizard	CO3,CO5				
С	Query using S	Structure Que	ry Language script	CO3,CO5				
Unit 5	MS Access - I	I						
A	Table Proper	Table Property – Primary Key, Foreign Key						
В	Table Relatio	CO4,CO5,CO6						
С	Project/ Case	Project/ Case Study using Access Application						
Mode of	Practical							
examination								
Weightage	CA	MTE	ETE					
Distribution	30%	20%	50%					
Text	• Excel VBA	in Easy Steps	s by Mike McGrath [BPB					
book/s*	Publication	n, 2017]						
	Access 201	• Access 2013 Absolute Beginner's Guide by Alison						
	Balter [Pub	olisher: PEAF	SON, Edition: 1st Edition,					
 ļ	2014]							
Other								
References								

POs	P01	P02	P03	P04	P05	P06	PSO1	PSO2	PSO3	PSO4
COs										
C01	2	2	1	1	2	1	2	2	2	2
CO3	1	2	1	1	2	1	2	2	2	2
CO4	1	2	1	1	2	1	2	2	2	2
C05	1	1	1	1	1	1	2	2	2	2
C06	1	2	1	1	2	1	2	2	2	2

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)



School	: SBS	Batch : 2018-2020					
Progra	m: MBA	Current Academic Year: 2018-19					
Branch	1:	Semester: I					
1	Course Code	BA 1.6 Course Name : Data Management and R					
2	Course Title	Data Analysis					
3	Credits	3					
4	Contact	1-1-2					
	Hours						
	(L-T-P)						
	Course						
	Status						
5	Course	This course is designed to provide the foundatio	n concept of Data				
	Objective	Science and Data Management. Also, the course pro	vides the practical				
		learning of analytical software "R", covering	g the important				
		programming topics those are most frequently us	ed in the industry				
		for the purpose of data analysis and modeling.					
6	Course	CO1: The student will be able to recognize the na	ture and working				
	Outcomes	principles of Data Management					
		CO2: The student will be able to describe concept	ts related to data				
		science industry	a fan data analysia				
		replace in a real life scenario	g for data analysis				
		CO4: The student will be able to explain the re	cults based on P				
		programming for data analysis	suits based off K				
		CO5. The student will be able to summarize dev	scriptive statistics				
		through R programming.	semptive studistics				
		CO6: The student will be able to write basic R program	m/ codes for Table				
		operations, Data manipulation and Data summariza	, tion.				
7	Course	The course provides the basic concepts of Data	Science and Data				
	Description	Management; And provides the practical learn	ning of analytical				
	-	software "R" covering Table operations, Data	manipulation and				
		summarization.	_				
8	Outline syllab	us	CO Mapping				
	Unit I	Overview of Business Analytics and Data Mgmt.					
	А	Introduction to Business Analytics - The New Science	CO1,CO2				
		of Winning Business Analytics – Definition, Market,					
		Trends and People - The Paradigm Shift from Data to					
		Insight and from Business Intelligence to Business					
		Analytics					
	В	Level of Business Analytics – Reporting/ Analysis/	CO1,CO2				
		Modelling ; Data Architecture					
	С	Discussion with Data – Nature of Data; Types of	CO1,CO2				
		Data;					



	Research vs	Analytics				
Unit 2	Introductio	n of R Progra	amming			
А	Fundament	al R concept	s ; Installation guide; Layout	CO3,CO4		
В	Concept of C	bject – Vect	or, List, Matrix, Frame	CO3,CO4		
С	Creating Tab	le in R		CO3,CO4		
Unit 3	Table Opera	tions with R				
A	Reading data	from exterr	nal data sources	CO3,CO4,CO6		
В	R Dataset – E	Exploring Tak	ole properties	CO3,CO4,CO6		
С	Table Operat	ions in R		CO3,CO4,CO6		
Unit 4	Data Manip	ulation usin	g R			
А	Table Calcul	Table Calculations				
В	Data Manip	Data Manipulation using R functions				
С	Conditional	Conditional Processing				
Unit 5	Data Proces	Data Procession with R				
А	Creating Sul	oset using in	dexing and conditions	CO5,CO6		
В	Table Summ	nary and Dat	a Aggregation	CO5,CO6		
С	Statistical Su	ummarizatio	n – Descriptive Measure	CO5,CO6		
Mode of examination	Practical					
Weightage	CA	MTE	ETE			
Distribution	30%	20%	50%			
Text	• R Program	iming for Da	ta Science by Roger D. Peng			
book/s*	• Learning F	R by Richard	Cotton			
Other References						

POs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
COs										
CO1	2	1	1	1	1	1	2	1	1	1
CO2	2	1	2	1	1	1	2	1	1	2
CO3	2	3	1	1	1	1	1	2	3	2
CO4	1	2	1	2	1	1	2	2	2	2
CO5	1	2	1	2	2	2	2	2	3	2
CO6	2	2	1	2	2	2	2	2	2	3



Semester II

Scho	ool: SBS	Batch : 2018-20							
Prog	gram: MBA	Current Academic Year: 2	018-19						
Bran Ana	nch: Business	Semester: II							
1	Course Code	MBA 147							
2	Course Title	Entrepreneurship							
3	Credits	3							
4	Contact Hours (LT-P)	2-1-0							
	Course Type	Open Elective							
5	Course Objective	 Understand conceptual framework of entrepreneurship Recognize and assess the feasibility the entrepreneurial op learn to develop business model and plan learn about nuances of managing the growth of new ventue 	oportunities Ires						
6	Course Outcomes (COs)	On successful completion of this module students will be ab CO1:Define and describe the concepts related entrepreneurs CO2:Understand the entrepreneurial ecosystem CO3:Analyse the environment for entrepreneurial opportuni CO4:Evaluate and choose the best alternate CO5:Design/Write a Business Model/Business Plan	le to: hip ty/strategy						
7	Course Description	The course aims to introduce students to the concept of en different kinds of entrepreneurs and the role of the self and in creation of entrepreneurs; to help them how to scout opportunities; how to use different tools to assess them business model and a business plan. The course also aim different kinds of institutional and non-institutional support finance available to an aspiring entrepreneurship.	trepreneurship; other variables entrepreneurial and develop a as to introduce and sources of						
8	Syllabus Outli		CO Mapping						
	Unit 1	Introduction to Entrepreneurship	001						
	А	Conceptual framework of Entrepreneurship – evolution of theories, Innovation	CO1						
	В	Entrepreneur – determinants, characteristics, types, role	CO1						
	С	Entrepreneurial ecosystem - institutional and non- institutional	CO2						
-	Unit 2	Entrepreneurial Opportunities & Feasibility							
	А	Recognizing opportunities and generating Ideas	CO3						
	В	Feasibility Analysis	CO4						
	С	Analyzing the Business Environment for a new venture: external environment, industry and competitive analysis	CO3						



Unit 3	Developing B	usiness Model	& Business Plan					
А	Effective busin	ness Model		CO5				
В	Writing a busi	ness plan		CO5				
С	Pitching a bus	Pitching a business plan						
Unit 4	Building New	Building New Ventures						
А	Organizationa	Organizational, HR and Legal Issues						
В	Managing Inte	CO1, CO2						
С	Financing a new venture: sources and mechanism of							
financing								
Unit 5	Managing Gr	owth of New V	Ventures					
А	Managing the	Growth of an H	Entrepreneurial Venture	CO3				
В	Strategies for	Firm Growth; I	Franchising	CO3, CO4				
С	Family Busine	ess Managemen	t- Managing Paradoxes;	CO2				
	Professionaliz	ation; Governa	nce					
	Family Busine	esses in Asia						
Mode of	Theory/Jury/P	ractical/Viva						
examination								
Weightage	CA	MTE	ETE					
Distribution	30%	20%	50%					
Text book/s*	Barringer & Ir	eland: Entrepre	eneurship, Pearson Education,					
	2011							
Other	Robert D I	Hisrich; Michae	el P Peters and A. Shepherd:					
References	Entreprene	eurship,Tata M	cGraw Hill Education					
	Charantim	ath, Poornima:	Entrepreneurship Development	l l				
	and Small	Business Enter	prizes, Pearson, 2011					
	• Gupta S L	& Mittal A: En	ntrepreneurship Development,					
	Internation	al Book House	e, New Delhi, 2011					

Mapping of Program Objectives (POs) with COs

POs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
COs										
CO1	3	1	1	-	1	-	3	1	-	1
CO2	3	1	1	2	1	1	2	2	2	1
CO3	2	3	1	2	1	1	1	3	1	1
CO4	1	3	2	2	1	2	2	1	-	1
CO5	1	3	1	1	3	2	3	1	-	2

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)



SC	HOOL:	Batch 2018-2020							
SC	HOOL OF	Curre	nt Academic Year 2018-2019						
BL	ISINESS								
ST	UDIES			🚺 SHAKDA					
1	Course	MBA	A163	UNIVERSIT Y					
	number			🥵 🌽 Beyond Boundaries					
2	Course Title	Produ	action and Operations Management						
3	Credits	3							
4	Contact	3-1-0							
	Hours								
	(L-T-P)								
5	Course Objective	The ai involv The fc	m of this course is to develop an understanding of the various ed in the production and operations management. ocus of this course is to: Provide students with the understanding of role and impor of business. Facilitate students to identify, apply and analyze various is operations manager.	concepts and techniques rtance of operations as core ssues of challenges faced by					
		•	Develop skills to use of different tools for solving operation	ns management problems.					
6	Course At the end of this course , Students will be able to :								
	Outcomes	 CO1 The student will be able to identify and define type of process as per the requirement of particular product and also importance of Production CO2. The student will be able to explain and differentiate various issues and challenges faced by operations manager. CO3.To solve numerical and calculate the data for problems in operations. CO4.The students should be able to analyze critical dimensions of production. CO5.The students should be able to evaluate alternatives and take decision about operational problems. 							
7	Course	In this	s course, you will learn how to apply the various concer	ots of POM and interpret					
	Description.	techn	ical issues which are theoretical as well as practical in re	al life.					
0	Qutling Sulla	huaTar	in	CO Manning					
0	Outline Sylla	Dustop	Introduction to POM						
		Unit							
		A	Introduction to Production and Operations Management, Role of operations management in an organisation, Operations Management – Concept; Functions and activities.	CO1					
		В	Product and Service Design; New Product Development Process, Prototyping, Concurrent Design and DFMA; Service layout design, Service blueprinting.	CO1,CO2					
		С	Types of production Systems – Intermittent and Continuous production systems, Project type manufacturing, Cellular Manufacturing, Flexible Manufacturing System (FMS), Robotics.	CO2,CO3,CO4					
		Unit	Facility Location and Layout						
		II							
		A	Facility location – factors to be considered, Site location decisions - Point Rating Method.	C01					
		В	Facility Layout – facility layout for different types of production systems.	C01,C02					
		С	Capacity Planning and Aggregate Planning; Master production scheduling (MPS).	CO2,CO3,CO4					
		Unit	Materials Management						



	А	Purchase Management - Concept, Objectives, Functions	CO1,CO2,CO3
	В	Inventory Management – EOQ, EBQ, ABC Analysis.	CO1,CO2,CO3
	С	Material Requirement Planning (MRP).	,CO1CO2,CO3
	Unit	Project Management	
	IV		
	А	Introduction to the concepts of project management.	CO1,CO3
	В	Critical Path Method (CPM) and Program Evaluation and Review Technique (PERT)	CO2,CO3
	С	Introduction to Microsoft Project software for project planning, management, and control.	CO2,CO3
	Unit	Quality Management & Quality Control Techniques	
	V		
A		Basic Quality Concepts, Total Quality Management (TQM), Continuous Improvement (Kaizen), 7 tools of quality, 5S and Six Sigma, Introduction to ISO 9000.	CO2,CO3
	В	Acceptance Sampling and Statistical Process Control- X bar chart, R chart, P chart and C chart.	CO3,CO4,CO5
	С	Quality Circles and its applications.	CO3,CO4,CO5
Mode of Exa	iminat	ion:	
Weightage		Continuous Assessment 30% Mid Term 20%	
Distribution		 End Term Examination 50 % 	
Text book	C	Operations Management by William J Stevenson, Tata McGraw	/ Hill Education, 9th edition.
Other references	hadevan, Pearson ssell and Taylor, Wiley		

POs	PO	PO	PO	PO	PO	PO	PSO	PSO	PSO	PSO
COs	1	2	3	4	5	6	1	2	3	4
CO1	2	2	1	1	1	1	2	3	2	2
CO2	2	2	1	1	1	1	2	2	2	2
CO3	1	2	1	1	2	1	2	2	2	2
CO4	1	2	1	1	1	1	2	2	3	2
CO5	1	2	1	1	1	1	2	2	2	2



Sch	ool: SBS	Batch :2018-20					
Prog	gram: MBA	Current Academic Year: 2019-20					
(BA)						
Bra	nch:	Semester:II					
1	Course Code						
2	Course Title	Introduction To Stochastic Modelling					
3	Credits	3					
4	Contact	30					
	Hours						
	(L-T-P)						
	Course Type	Compulsory					
5	Course	1. To introduce students to probability and stochastic processes.					
	Objective	2. To introduce the students to the basic theories and probability models.					
		3. To augment with real life / practical examples.					
6	Cauraa	CO1 . The student will be able to define basis laws of probability and					
0	Outcomos	COI: The student will be able to define basic laws of probability and					
	Outcomes	compute the probability of events in cases of practical relevance.					
		CO2:The student will be able to describe discrete and continuous					
		Markov chains models to compute the probability of events in					
		cases of practical relevance.					
		CO3: The student will be able to infer and solve problems by					
		computing the long-term probabilities of a Markov chain mode					
		CO4: The student will be able to construct R code/apply excel to					
		simulate Markov chains, and compute probabilities of events that					
		may be difficult to determine analytically.					
		CO5: The student will be able to analyze Poisson processes to model					
		the occurrence of events in various applications.					
7	Course	Randomness is an essential component in models designed to increase our					



	Description	understanding memoryless p state of a syst the past. In th answer question in finance, b	understanding of natural and industrial processes. In particular, memoryless phenomena are often encountered in practice, where the future state of a system only depend on its present state, with no recollection of the past. In these cases, Markov chain models offer a formidable tool to answer questions related to the probability of events of practical interested in finance, biology, physics and engineering. This course provides an overview of stochastic and Markov chain modeling with applications in							
		several discipl	everal disciplines.							
8	Outline syllab	us			CO Mapping					
	Unit 1	Introduction	to Probability	Models						
	Α	Events, Joint l Laws	Probability, Co	nditional Probability, Additive	CO1					
	В	Bayes Theore	Bayes Theorem, Problems							
	С	Random Varia Problems	Random Variables – Basic, Continuous. Expectation Problems							
	Unit 2	Markov Chai								
	Α	Classification	CO1,CO2							
	В	Time Reversit	ole Markov Ch	ains	CO1,CO2					
	С	Chapman – K	CO1,CO2							
	Unit 3	Exponential a	and Poisson P	rocess						
	Α	Exponential and	CO3,CO5							
	В	Continuous M	larkov Chains		CO3,CO5					
	С	Problems & A	ppliications		CO3,CO5					
	Unit 4	Queueing Th	eory							
	Α	Introduction to	CO1,CO4							
	В	Various Stead	y State Probab	ilities	CO1,CO4					
	С	Problems			CO1,CO4					
	Unit 5	Simulation								
	Α	Techniques Fo	or Simulation		CO1,CO4					
	В	Variance Redu	uction Techniq	ues	CO1,CO4					
	С	Problems			CO1,CO4					
	Mode of	Theory								
	examination		1	1						
	Weightage	CA	MTE	ETE						
	Distribution	30%								
	Text book/s*	Introduction to	o Probability N	Iodels by Sheldon Ross						
	Other									
	References									

POs	PO	PO	PO	PO	PO	PO	PSO	PSO	PSO	PSO
COs	1	2	3	4	5	6	1	2	3	4



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CO1	2	2	1	1	1	1	2	3	2	2
CO2	2	2	1	1	1	1	2	2	2	2
CO3	1	2	1	1	2	1	2	2	2	2
CO4	1	2	1	1	1	1	2	2	3	2
CO5	1	2	1	1	1	1	2	2	2	2
CO6	1	2	1	1	1	1	2	2	2	3

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)

Scho	ool: SBS	Batch : 2018-20						
Prog	gram: MBA	Current Academic Year: 2019						
(BA))							
Brai	nch:	Semester: II						
1	Course Code							
2	Course Title	Business Research Methods using Excel & R						
3	Credits	3						
4	Contact	-0-2						
	Hours							
	(L-T-P)							
5	Course Type	Compulsory						
6	Course	1. The course introduces interpretation and analysis of a research problem						
	Objective							
		2. Aims to apply some tools and techniques of statistical inference to research problems, in appropriate manner for decision making						
		3. Provide understanding to extract the appropriate information from a research problem to perform a hypothesis test						
		4. Though Computer software is utilized, an understanding of underlying concepts and methods would be stressed						
7	Course Outcomes	CO1:The student will be able to describe business problems in appropriate statistical terms in order use data to make better decisions						
		CO2:The student will be able to discuss hypothesis test techniques to business and management problems / issues						

			SHARDA JNIVERSITY		
		CO3:The student will be able to demonstrate basic kn understanding of data analysis and interpretation in r research process	nowledge and elation to the		
		CO4:The student will be able to select the null and alternatic correctly	ve hypotheses		
		CO5:The student will be able to choose the appropriate test s	statistic		
8	Course DescriptionIn this age of information and technology boom and the era of increasing integration of economies where geographical boundaries are becoming meaningless for trade and business, winning firms and managers will be those who are in sync with the fast changing business dynamics. Business managers need to identify the sources of and scan for relevant information. They need to collect and analyse them scientifically and cost effectively, interpret them properly and apply them effectively to meet and even periodically revise their business goals. In this context, the course aims to provide students with a methodological framework and foundation for 				
9	Outline syllab	us	CO Mapping		
	Unit 1	Recap of Basic Statistics and Probability	A A A		
	Α	Average, Measure of Dispersion, Basic set theory, basic concepts and approaches Addition and Multiplication Theorem of Probability, Conditional Probability	COI		
	В	Probability Distributions: Binomial, Poisson, Normal and Exponential distributions.	C01		
	С	Using Excel and R, Checking for Normality of Data	CO1		
	Unit 2	Hypothesis Testing			
	Α	Formulation of null and alternative hypothesis, Level of Significance, Type I ,Type II errors, Steps for hypothesis testing, One tail and Two tailed tests Parametric Tests: Test concerning single mean-Population variance known and unknown	CO1,CO2, CO4,CO5		
	В	Tests concerning single proportion, Test concerning difference between two means and two proportions, Test	CO1,CO2, CO4,CO5		
	С	Applying Excel/R for carrying out aforesaid parametric tests	CO1,CO2, CO4,CO5		
	Unit 3	ANOVA			
	Α	Introduction-What is ANOVA? One Way ANOVA	CO2,CO5		
	В	Two Way ANOVA-One observation per cell Two Way ANOVA-More than one observation per cell	CO2,CO5		



	С	Applying Excel	l/R for ANOV	Ā	CO2,CO5
	Unit 4	Non Parametr	ic Tests		
	Α	Chi Square Tes	st- Goodness o	of fit and Test of Association	on- CO1,CO2,
		Theoretically a	nd by using R		CO4,CO5
	В	Run Test – The	oretically and	by using R	CO1,CO2,
		Sign Test-One	sample and	two sample-Theoretically a	and CO4,CO5
		by using R			
	С	Mann-Witney U	U test-Theoret	ically and by using R	CO1,CO2,
		Kruskal-Wallis	test, Ko	lmogrov –Smirnov Te	st- CO4,CO5
		Theoretically a	nd by using R		
	Unit 5	Multiple Corr	elation and F	Regression Analysis	
	•	Inter desting O		instant for Linear Commutati	
	A	Introduction, Q	uantitative est	imate of a Linear Correlation	5n, CO3
		Riveriete Corr	11		
		ond by using E	illy		
	R	Introduction to	ion CO3		
	D	Assumption	Multiple re	gression model Test	of
		significance of	Regression P	arameters Goodness of fit	of
		regression equa	tion Coefficie	ent of Determination	01
	С	Uses of regress	ion analysis ir	prediction	CO3
	-	Regression Ana	alysis using E2	XCEL/R	
10	Mode of	Theory and Pra	nctical		
	examination				
	Weightage	CA	MTE	ETE	
	Distribution	30%	20%	50%	
11	Text book/s*	William G Zikmu	ind, Business Ro	esearch Methods ,Seventh Edit	ion
		(Thomson, Singa)	pore)		
12	Other	1. Naresh H	K Malhotra M	Jarketing Research An Annl	ied
	References	Orientatio	on, Fifth Edition	(Pearson Education)	
		2. Alan Bryr	man and Emma	Bell, Business Research Metho	ods,
		Third Edi	tion (Oxford uni	versity Press)	
		3. Ken Black	k, Business Stat	tistics for Contemporary Decis	ion
		Making,Fo	ourth Edition (J	ohn Wiley & Sons)	
		4. Mark Sa	unders, Phillip	Lewis and Adrian Thron	iill,
		Education	n)	Dusiliess Students, (Pears	
		Buttution	- J		

Μ	Mapping of the Program Outcomes with Course Outcomes											
POs	PO	PO	PO	PO	PO	PO	PSO	PSO	PSO	PSO		
COs	1	2	3	4	5	6	1	2	3	4		
CO1	2	2	1	1	2	1	2	2	2	2		



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CO2	1	1	1	1	1	1	2	2	2	2
CO3	1	2	1	1	2	1	2	2	2	2
CO4	1	2	1	1	2	1	2	2	2	2
CO5	1	1	1	1	1	1	2	2	2	2

1-Slight (Low) 2-Moderate (Medium)

3-Substantial (High)

School: SBS		Batch : Business Analytics
Prog	gram: MBA	Current Academic Year: 2018 – 19
Bra	nch: Dual –	Semester: II
Fina	nce/ B & F	
1	Course Code	MBA 191
2	Course Title	Investment Analysis and Portfolio management
3	Credits	3
4	Contact	3-0-0
	Hours	
	(L-T-P)	
	Course Status	Elective
5	Course	1. To acquaint the students with the concept of Security Analysis &
	Objective	Portfolio Management.
		2. To learn the methods to value securities, especially equity, bonds and
		debentures
		3. To comprehend the working knowledge of Futures & Options.
		4. To adept in developing portfolio for clients comprising of Futures &
		Options, Mutual funds, Insurance, Real estate etc.
6	Course	On completion of this module the student will be able to:
	Outcomes	CO1. Describe the key concepts of investment, securities, analysis of
		securities and portfolio management.
		CO2. Apply various fundamental and technical analysis techniques to
		value the securities.



		CO3. Estimate the value of various kind of securities like	fixed income
		securities, equity shares, financial derivatives etc.	
		CO4. Analysis of securities for portfolio construction.	
		CO5 Construct portfolio for investors.	
		CO6 Appraise portfolio performance	
7	Course	Security Analysis and Portfolio Management relates to	investment in
,	Description	financial assets with specific attention to the returns and t	isk associated
	2.0001.1010	with investing in securities. The subject is aimed at providing	insight to the
		various analytical techniques used in evaluation of the various	ous investment
		opportunities. The course also provides of extension of the	se concepts to
		the portfolio of securities and the concept of diversification	. management
		of a portfolio.	, 0
8	Outline syllabu	IS	CO Mapping
	Unit 1		<u>11_C</u>
	А	Objectives of Investment, Investment V/S Speculation,	CO1
		Investment Attributes and Avenues. Traditional Vs Modern	
		Approach to Security Analysis and Portfolio Management,	
	В	Structure of Indian Security markets- An overview,	CO1
		Security Trading Operations, Securities and Exchange	
		Board of India – regulatory functions and role	
	С	Understanding the risk and return of a security, Systematic	CO1
		and Unsystematic Risks, Measurement of Risk, Beta	
		Coefficient and its applications.	
	Unit 2		
	А	Approaches to valuation of securities – Fundamental	CO2, CO3
		Analysis, E-I-C Framework.	
	В	Valuations of Bonds: Measurement of bond prices and	CO2, CO3
		yields - Yield to maturity, risk in bonds.	
	С	Valuation of Equity Shares : Constant growth rate, Two	CO2, CO3
		stage growth rate model and Multiple period holding	
		models	
	Unit 3		
	А	Fundamental v/s Technical Analysis, Tools and Techniques	CO2, CO3
		of Technical Analysis: Charting Techniques, Dow Theory,	
		technical indicators.	
	В	Efficient Market Hypothesis: Forms of stock market	CO2, CO3
		efficiency, Random Walk theory, Empirical evidences and	
	9	implications.	
	C	Financial Derivatives – Futures & Options, pricing of	CO2, CO3
	T T •/ 4	options.	
	Unit 4		CO1 CO5
	А	Portfolio Analysis: Portfolio Risk and Return.	CO4, CO5
	D	Markowitz and Sharpe index model.	004 007
	В	Portfolio Selection: Risk and investor preferences,	CO4, CO5
		Selecting the optimal portfolio,	



r		S > Beyond Boundaries							
	С	Portfolio Sel	ection: Applicat	ions and Investment	CO4, CO5				
		Constraints.	Constraints.						
	Unit 5								
	А	Capital Marl	tet Theory, Capi	tal Asset Pricing Model	CO4, CO6				
		(CAPM), Ar	bitrage Pricing	Theory (APT)					
	В	Sharpe's Per	formance measu	re, Treynor's Performance	CO4, CO6				
		measure, Jer	sen's Performar	nce measure.					
	С	Mutual Fund	S		CO5, CO6				
	Mode of	Theory							
	examination								
	Weightage	CA	MTE	ETE					
	Distribution	30%	20%	50%					
	Text book/s*	Security Ana	lysis and Portfo	lio Management, Punithavathy					
		Pandian, Vik	as publications,	Reprint 2017					
	Other	1. Chan	dra P - Invest	ment Analysis and Portfolic)				
	References	Mana	igement (Tata M	Ic GrawHill)					
		2. Fisch	er and Jordan	n - Security Analysis and	l				
		Portf	olio Manageme	ent (Prentice-Hall, 1996, 6th	L				
		editio	on)						
		3. Rang	anatham - Inve	stment Analysis and Portfolic)				
		Mana	Management (Pearson Education, 1st Ed.)						
		4. Bodi	e, Kane, Marcu	s & Mohanti - Investment and	L				
		India	n Perspective (T	`MH, 6th Ed.).					
1									

POs	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4
COs										
CO1	2	2	1	1	1	1	1	1	1	1
CO2	2	2	2	1	-	1	1	1	1	1
CO3	2	2	2	1	1	-	1	1	1	1
CO4	2	2	2	2	-	1	1	1	1	1
CO5	2	2	2	1	-	-	1	1	1	1
	2	2	2	1	1	1	1	1	1	1
CO6										

1-Slight (Low) 2-Moderate (Medium) 3-Substantial (High)



Scho	ol: SBS	Batch : 2018-20						
Prog	ram: MBA (BA)	Current Academic Year: 2019						
Bran	ch: Business	Semester: II						
Anal	ytics							
1	Course Code	MBP 119						
2	Course Title	Data Mining Techniques – Predictive Modeling and Pattern Discover	y- using R					
3	Credits	3						
4	Contact Hours	2-0-2						
	(L-I-P)	Compulsory						
-	Course Type		• 1					
5	Course	1. To understand, interpret, and evaluate changes in a pher	nomenon in the					
	Objective	hope of anticipating the course of future events correctly	/					
		2. To teach the predictive modelling and data mining	with practical					
		approach						
		3. To help student to formulate a business problem, identi	fy and propose					
		models, estimate and diagnose, and finally interpret their	r meanings					
		4. Though analytical software is utilized, an understanding	g of underlying					
		concepts and methods would be stressed						
	-							
6	Course	C01 :The student will be able to list the application of predictive techniques in						
	Outcomes	Managerial Decision Making	s situations as a					
		mathematical model	s situations as a					
		CO3: The student will be able to solve a problem, work out its optin	num (fit)solution					
		and interpret the result						
		CO4: The student will be able toinfer the R output for taking busines	s decisions					
7	Course	Analytics is the process of transforming data into insight for making	better decisions.					
·	Description	There are three primary types of analytics: "Descriptive," which exa	amines historical					
	•	data and identifies and reports historical patterns and trends; "Pu	redictive," which					
		predicts outcomes and future trends from existing data to hel	p discover new					
		relationships; "Prescriptive," which formulates and evaluates n	ew ways for a					
		business to operate. This course focuses on the second type, Pred	lictive Analytics,					
		which is of particular importance for business because it helps	decision makers					
		making a cale probability of loging a client etc.) based on othe	e, probability of					
		nredictors (e.g. marketing expenditures quality assurance investm	ents sales force					
size etc.) The process of analytics involves specifying a question pr								
		decision, and finding the right answers using data.	, problem, er					
8	Outline syllabus	5	CO Mapping					
	Unit 1	Foundations for Predictive Analytics						
	Α	Introduction: Descriptive - Predictive - Prescriptive Analytics	CO1, CO2					
	В	Statistical Foundation: Central Tendency, Dispersion	CO1, CO2					
	С	Data Modeling Lifecycle	C01,C02					
	Unit 2	Data Preparation Techniques for Modeling						
	Α	Table Exploration, Variable Diagnostic	C01,C02					
	В	Outlier Treatment, Normalization & Standardization	C01,C02,C03					



С	Missing Value T	reatment; Sampl	ing Technique	C01,C02,C03
Unit 3	Regression Mo	deling		
Α	Regression Mod	leling: Formulation	on and Modeling	CO3,CO4
В	Regression Diag	nostic		C03,C04
С	Regression Mod	leling Case Study	: Internal Evaluation-I	CO3,CO4
Unit 4	Classification	Aodeling		
Α	Logistic Regress	sion: Formulation	n and Modeling	CO3,CO4
В	Decision Tree: F	ormulation and	Modeling	CO3,CO4
С	Model Evaluation	on		CO3,CO4
Unit 5	Unsupervised I	Modeling		
Α	Dimension Redu	uction Technique	s: Formulation and Modeling	CO3,CO4
В	Clustering Tech	nique: Formulati	on and Modeling	CO3,CO4
С	Internal Evaluat	tion-II; Project Al	location	CO3,CO4
Mode of	Theory and Prac	ctical		
examination				
Weightage	Internal	Project-Viva		
Distribution	60%	40%		
Text book/s*	Data Mining ar	nd Predictive A	nalytics, 2ed (MISL-WILEY) by	
	Daniel T. Laros			
Other				
References				

POs COs	P01	P02	P03	P04	P05	P06	PSO1	PSO2	PSO3	PSO4
C01	2	2	1	1	2	1	2	2	2	2
C02	1	1	1	1	1	1	2	2	2	2
CO3	1	2	1	1	2	1	2	2	2	2
CO4	1	2	1	1	2	1	2	2	2	2

1-Slight (Low)

2-Moderate (Medium)

3-Substantial (High)



Scho	ol: SBS	Batch : 2018-20						
Prog	ram: MBA (BA)	Current Academic Year: 2019						
Bran	ch: Business	Semester: II						
Anal	ytics							
1	Course Code	MBP 120						
2	Course Title	Data Visualization Techniques						
3	Credits	3						
4	Contact Hours	2-0-2						
	(L-T-P)							
	Course Type	Compulsory						
5	Course	1. To understand, interpret, and evaluate changes in a phenomeno	n in the hope of					
	Objective	anticipating the course of future events correctly	_					
		2. To teach the practical approach (using software) of visualizing the	e data					
		3. To help student identify the right visual that represent the data						
		4. To explain the underlying concepts and methods of visualization						
6	Course	CO1: The student will be able to list the application of visualizat	iontechniques in					
	Outcomes	Managerial Decision Making	-					
		CO2: The student will be able to describe some real time business	situations in the					
		form of visualization						
		CO3: The student will be able to design various kind of vis	ualization using					
		contemporary software						
		CO4: The student will be able to infer the visualization for taking bus	siness decisions					
7	Course	Data Vigualization is the process of presenting the large values of a	omplay data in a					
/	Description	graphical format which is much simpler to understand. It helps the busin	complex data in a					
	Description	the hidden facts and its significance. Due to its ability to transform the	complexity of the					
		data in much simpler form. Data Visualization has now becoming an ind	ispensable part of					
		the business world. An effective data visualization should be infor	mative. efficient.					
		appealing and in some cases, interactive and predictive. This program	will help you to					
		understand data better, using one of the most popular and powerful to	ols, Tableau, and					
		make your data powerful and efficient. Tableau enables businesses	to make critical					
		decisions using its visualization feature, available for business users o	f any background					
		and industry. It empowers businesses to keep up with the contin	nuously evolving					
		technology and outperform its competition through an innovative mea	ans of visualizing					
0	Outling gullabu	their data.	CO Manning					
0	Unit 1	Vieual Analytice:	COMapping					
		Visual Analytics: Visual Analytics: Introduction and Purpose	CO1 CO2					
	R	Concent of Dashboard	C01, C02					
	C	Business cases of Visual Analytics: Choosing the right visual	CO1, CO2					
	Unit 2	Visualization using Excel	001,002					
	A	Bar Chart: Column Chart	CO1 CO2					
	B	Pie Chart: Line Graph	C01.C02.C03					
	C	Scatter Plot: Limitation of Excel Visualization	C01.C02.C03					
	Unit 3	Visualization using Tableau: Part-I	001/002/000					
	A	Tableau Overview: Dimension & Measure: Visual Construct	C03,C04					
	В	Creating Simple Table: Total-Subtotal-Table Calculations	C03,C04					
	С	Chart & Graph: Bar-Column-Pie	C03,C04					
	Unit 4	Visualization using Tableau: Part-II						
	Α	Advanced Visualization: Area Chart, Bubble Chart, Trend	C03,C04					
	В	Tableau Features: Filter, Tooltin, Color, Format	C03.C04					



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С	Calculated Field	and Parameter	CO3,CO4					
Unit 5	Visualization u	Visualization using Tableau: Part-III Working with various Data Sources; Export data						
Α	Working with va							
В	Constructing Da	shboard	CO3,CO4					
С	Internal Evaluat	ion - Project Allocation	CO3,CO4					
Mode of	Theory and Prac	Fheory and Practical						
examination	-							
Weightage	Internal	Project-Viva						
Distribution	60%	40%						
Text book/s*	Tableau Your I	Data: Fast and Easy Visual Analysis with						
	Tableau Softw	Tableau Software by Daniel G. Murray (Wiley)						
Other	Tableau Public V	Veb Tutorials						
References								

POs	P01	P02	P03	P04	P05	P06	PSO1	PSO2	PSO3	PSO4
COs										
C01	2	2	1	1	2	1	2	2	2	2
CO2	1	1	1	1	1	1	2	2	2	2
CO3	1	2	1	1	2	1	2	2	2	2
C04	1	2	1	1	2	1	2	2	2	2

1-Slight (Low) 2-Moderate (Medium)

3-Substantial (High)

School	: SBS	Batch : 2017-19 and 2018-20						
Progra	m: MBA	Current Ac	Current Academic Year: 2018-19					
Branch	1:	Semester:	Semester: IV MBA (Dual) and I ,MBA (Business Analytics)					
1	Course	MBP 121	Course Name: Data Analytics using R					
	Code							
2	Course	Data Analy	tics					
	Title							
3	Credits	3						
4	Contact	2-0-2						



	Hours (L-T-P)							
	Course Status	Compulsory						
5	Course Objective	This course is designed to provide prospective management studies students with the skills necessary to generate reports, analyses and decisions based on a study of relevant data. This course provides the set of skills that are most frequently used in the work place to generate and critically analyze reports.						
6	Course Outcomes	At the end of the course students will be able to: CO1: Describe basic quantitative techniques with ref and management problems / issues CO2: Express research approaches, techniques a appropriate manner for managerial decision making CO3: Apply basic knowledge and understanding of interpretation in relation to the research process CO4: Select an appropriate technique for addressing of data analysis	erence to business and strategies in data analysis and g the requirement					
7	Course Description	The course provide with the basic concepts and meth analysis so as to enhance statistical thinking for decis	ods of statistical					
8	Outline svlla		CO Mapping					
	Unit 1	Review of basic statistics						
	A	Measures of Central Tendency: Introduction, Arithmetic Mean, Geometric Mean, Harmonic Mean for ungrouped as well as grouped data, relation between these, Median, Mode, Empirical relation between mean, median and mode, Quantiles (Quartiles, Percentiles, Deciles), Characteristics and Merits and Demerits of various measures of central tendency. Constructing Polygons and Ogives and using them to find median, quantiles and mode.	CO1,CO2					
	В	Measures of Dispersion: Range, Inter-quartile range and deviation, Mean Deviation, Variance and Standard Deviation, Effect of shift of origin and scale, Coefficient of variation. Empirical relationship between different measures of variation (Six Sigma philosophy) Measures of Skewness, Measures of Kurtosis.	CO1,CO2					



C	Probabilityand Probability Distributions: Basic set theory, basic concepts and approaches, Addition and Multiplication Theorem of Probability, Conditional Probability, Probability Distributions: Binomial, Poisson, Normal and Exponential distributions.	CO2
Unit 2	Correlation and Regression	
A	Correlation analysis-meaning and types of correlation, Karl Pearson's coefficient of correlation, Spearman's rank correlation.	CO2,CO3
В	Multiple Correlation, Bivariate Correlation, Partial Correlation	CO2,CO3
С	Simple linear regression with one independent variable, Method of least square-meaning and two lines of regression	CO2,CO3
Unit 3	Hypothesis Testing (Parametric)	
A	Formulation of null and alternative hypothesis, Level of Significance, Type I, Type II errors, Steps for hypothesis testing, One tail and Two tailed tests.	CO2,CO3,CO4
В	Test concerning single mean-Population variance known and unknown, Tests concerning single proportion	CO2,CO3,CO4
С	Test concerning difference between two means and two proportions, F-Test	CO2,CO3,CO4
Unit 4	Non Parametric Tests:	
A	Chi Square Test- Goodness of fit, Run Test	CO2,CO3,CO4
В	Sign Test- One sample and two sample, Mann-Witney U test	CO2,CO3,CO4
С	Kruskal-Wallis test, Kolmogorov –Smirnov Test	CO2,CO3,CO4
Unit 5	ANOVA	
A	Introduction-What is ANOVA?	CO2,CO3,CO4
В	One way ANOVA	CO2,CO3,CO4
С	Two way ANOVA	CO2,CO3,CO4
Mode of examination	Theory	
Weightage	CA MTE ETE	
Distribution	30% 20% 50%	
Text book/s*	2. Levin & Rubin, <i>Statistics For Business</i> (Prentice Hall of India, N. Delhi)	
Other References	3. Paul Newbold, <i>Statistics for Business and Economics</i> (Pearson Education)	



	Beyond Boundaries
2. S. P. Spiegel & Murray, <i>Theory & Problems for Statistics</i> (Schaum Outline Series, Mc Graw Hill)	
3. Anderson, <i>Quantitative Methods in Business</i> (Thomson Learning, Bombay)	
4.R.S Bhardwaj, Business Statistics (Excel, N. Delhi)	
5.J.S. Chandan, <i>An Introduction to Statistical Methods</i> (Vikas Publishing House, N.Delhi)	
6.Business Statistics-S.P Gupta & M.P Gupta, 2014 Edition.	

CO and PO Mapping

POS COS	P01	P02	P03	P04	PO5	P06	PSO1	PSO2	PSO3	PSO4	PSO5
C01	2	2	1	1	1	1	3	2	2	2	2
CO2	1	2	1	1	1	1	2	2	3	3	2
CO3	1	2	1	1	1	1	2	3	2	2	2
C04	1	2	1	1	1	1	2	2	2	2	3

1. Slight (Low=1)extent

2. Moderate (Medium=2) extent

3. Substantial (High=3) extent

